COMMERCIAL LODGES AND CAMPS/HUTS

Prepared for:

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BUILDING BLOCKS FOR ECONOMIC DEVELOPMENT & ANALYSIS

PREFACE

PURPOSE

Building Blocks have been conceived and developed by the Economic Development Branch of the Ministry of Sustainable Resource Management, under the guidance of Nancy South, Manager Economic Analysis, as an analytical tool that supports British Columbia coastal and land and resource use planning and decision-making and economic development initiatives. The Blocks contain concise business and sector information for a broad range of resource-based business types in BC. At this point, there are more than 30 Blocks either complete or in draft form. Several more Blocks have been identified as high priority by planning tables and other client groups. Additional Building Blocks will be developed over time, and some Blocks may be updated. For the most current Building Blocks, please see the Ministry of Sustainable Resource Management website, at: http://srmwww.gov.bc.ca/rmd/ecdev/

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BENEFITS

Building Blocks are expected to provide the following general benefits:

- Increase efficiency and more informed decision-making by providing readily accessible, credible information to planning and economic development processes;
- Improve the consistency of economic information across planning areas;
- Support economic analysis and decision-making that occurs outside formal coastal and land use planning processes; and
- Provide linkages between economic analysis and other social and environmental analytical tools (through identifying resource requirements to support economic activities and general compatibilities with other sectors and values).

LIMITATIONS

Every effort has been made to ensure that the information contained in Building Blocks is accurate and consistent. Approved, credible data sources are the foundation for Building Blocks. All Blocks were reviewed by sponsoring agencies and other experts. However, users are cautioned that information is used at their own risk, and that the authors and sponsors are not liable for any damages. Any conclusions or interpretations by the authors are not intended to represent government policy. Also, note that Building Blocks do not provide site specific information nor do they consider requirements for sustainability (social, community, environmental).

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RECOMMENDED REFERENCE/CITATION

BC Ministry of Sustainable Resource Management, 2003, Building Blocks for Economic Development and Analysis, *[Title of Sector]*. http://srmwww.gov.bc.ca/rmd/ecdev/

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1.0 OVERVIEW

1.1 Description

Accommodation facilities can range from the rustic with only the most basic features, to full-service luxury operations. In all cases they offer private accommodation through separate rooms or shared sleeping quarters. (**Appendix A** graphically illustrates the range of visitor accommodation options and specific definitions.) This discussion focuses on resource-situated facilities from the primitive to the high-end comfortable.

1.2 Industry Structure and Activity

- On the coast of BC, there are land and water-based lodges and huts, and land-based camps.
- The majority of lodges are floating, that is, non-moving vessels on the water.
- There are also land-based lodges and several large vessels that move to different locations.
- Huts and some hut systems have been developed both land-based and marine-based.
- Numerous camps have also been established on the coast, usually by outfitters, tour operators or lodges on Crown land.
- The number of facilities is undocumented.

1.3 Primary Activities

Lodge

- Originally, and still primarily, fishing-oriented.
- Increasingly designed for eco-tourists: kayaking, wildlife viewing, whalewatching, flightseeing.
- Fishing lodges increasingly offering non-consumptive activities e.g. cultural interpretation.

Huts/Camps

- Primarily oriented to outdoor recreation other than fishing. In some cases, they are used as support facilities for lodge/resorts.

1.4 Analysis Scenarios

The preceding discussion on lodges and camps has been structured around business definitions stipulated by statistical agencies such as Stats Can. In reality, outdoor adventure operations rarely fit into these discrete categories – they exhibit a full spectrum of facility and activity-based characteristics that overlap the conventional definitions. Lodges with satellite camp/hut facilities and hunting/fishing outfitters who offer ecotourism packages are examples of how diverse the marketplace can be. The scale and cost of facilities also occupy a broad range.

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To facilitate further analysis of this sector, we have outlined two scenarios that will help focus the discussion on prime opportunity areas. The opportunities and their assumptions are as follows:

Ecotourism/nature lodge

- Floating
- Backcountry
- no road access
- offers multiple activities included nature observation and wildlife viewing
- no local infrastructure or services
- targeting the soft adventure ecotourist

Example: Nimmo Bay Heli-Ventures

Kayaking hut/camp system

- Floating or shore-based
- remote
- no road access
- multi-site
- no local or regional infrastructure
- focus on kayaking with some secondary activities
- targeting the experienced kayaker

Example: nearest model is USDI Forest Service huts in Alaska (Prince William Sound). These are rustic, easily constructed and maintained, and are less intrusive on the landscape. We are aware of only floating hut catering to kayakers located in the Broughton Archipelago.

2.0 COAST LAND RESOURCE

2.1 Description

"The adventure experience within a recreational context can be defined as a self-initiated recreational activity, that usually involves a close interaction with the natural environment, structurally contains elements of perceived or real risk and danger, and has an uncertain outcome that can be influenced by the participant and/or circumstance."[1] As such, this definition encompasses involvement in the natural environment as one of its major characteristics. In the BC context, this implies interaction with the Crown recreation resource, as 93% of the land base is Crown-owned.

In the US, multiple-use concepts are embodied in the legislation and have been articulated in policy and land management by USDI Forest Service and BLM. These are seen as essential to adventure tourism development.

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The number one issue at the BC COTA (Council of Tourism Associations) 2000 AGM, was unanimously considered Land Use problems. COTA's directors consist mainly of Canada's largest hotel chains and transportation companies.

Wilderness is what attracts tourism dollars to BC, prominently featured by Tourism BC and the tourism industry.

The BC coast is an internationally significant marine interface including fiords, temperate rainforest, large and small islands, beaches, coves, bays, and lagoons, abundant wildlife, world-class heritage sites, accessible sub-alpine/alpine areas.

Crown resource requirements[2]		
Desired Features	**Lodge**	**Camp/hut**
Primary	➤ Rare or Distinct Natural Feature ➤ Beach ➤ Heritage Site ➤ Wildlife Viewing Site ➤ Anchorages	➤ Ocean Shoreline ➤ Rare or Distinct Natural Feature ➤ Beach / Estuary ➤ Heritage Sites ➤ Public Dock / Staging Area ➤ Forest Service Recreation Site
Desired Features		
Modifying	➤ Icefield Edge ➤ Waterfall ➤ Ocean / Lake Edges ➤ Viewpoint ➤ Fish Presence / Fishing Activity ➤ Birds ➤ Terrestrial Wildlife ➤ Marine Mammals ➤ Hiking / Mtn. Biking Activity ➤ Canoeing / Kayaking Activity ➤ Boating / Swimming Activity ➤ Scuba Activity	➤ Birds ➤ Marine Mammals ➤ Terrestrial Wildlife (near shore) ➤ Waterfall ➤ Campsite / Picnic Area ➤ Wharf ➤ Boat Ramp ➤ Trails ➤ Lakes (w/i 500 metres of ocean)

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2.2 Resource Use Issues

Extent of Use

- Lodge – intensive use in small remote area with little human traffic
- Hut/camp – ranges from intensive use to periodic use

User Conflicts

The following are some examples of various user conflicts:

- **Other tourism users** – conflicts between different activities and guided versus unguided users.

  Example:
  - Guided hunters versus guided wildlife viewers in high capability bear watching areas

- **Resident or local recreationists**

  Examples:
  - Resident/recreation kayakers use of commercially developed campsites
  - Vandalism or rowdyism associated with local use of commercial facilities like huts

- **Other resource users** – conflicts with other industrial users of Crown resources possible.

  Examples:
  - inability to manage for the retention of wilderness characteristics in timber harvest areas
  - creation of new access through timber, mine or utility road construction.

- **First Nations** – conflicts can and have occurred between commercial operators and First Nations

  Examples:
  - Unauthorized or unethical use of heritage sites by commercial guides

2.3 Limits of Acceptable Change

Sensitivities change by activity undertaken, length of stay and other variables. Several studies have been taken by the USDI National Park Service to identify factors that contribute to and detract from quality wilderness experiences and to assess visitor knowledge of and attitudes toward wilderness and wilderness management policies.

Limits of acceptable use should be managed to avoid unacceptable levels of ecological and social change. On the coast, these levels of use are largely undetermined.

Carrying capacities are also not well understood and have yet to be modelled in BC. The notion that damage occurs at a specific place at a threshold level of visitors cannot be measured or proved.

Management regimes can be employed to minimize damage, temporally and spatially separating visitors and site improvements to reduce impacts.

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3.0 INVESTMENT REQUIREMENTS

Account	Lodge		Camp/Hut[3,4]	
	%	$'000	%	$'000
Initial Capital Costs[3]		300/2,000+		180/800
Annual Capital Reinvestment		25/140		17/55
Average Gross Revenues	100.0	614.3	100.0	299.9
High/Low Revenues		30/5,000		30/5,000
Cost of Sales	24.2	148.5	8.9	26.8
Labour	25.8	158.5	26.7	79.9
Other	47.4	291.3	65.4	195.0
Total	97.4	598.3	100.0	301.7
Net Profit/Loss	2.6	16.0	-	-

Note: Unit costs can vary widely depending on site factors, method of construction, materials, equipment purchased versus lease, etc.

4.0 INFRASTRUCTURE AND INPUT REQUIREMENTS

4.1 Overview

There is a wide range of infrastructure requirements for a lodge or camp/hut facility, from the very little for a rustic hut or camp to the extensive for an upscale fishing or ecotourism lodge. Many facilities, since they are located in the remote backcountry, tend to be relatively self-sufficient and do not rely on public infrastructure usually associated with roaded facilities.

Transportation (no direct road access)	
To/from port of entry or staging areas	**To/from facility**
➤ International airport ➤ Commercial scheduled & charter flights to staging area ➤ BC Ferry system ➤ BC Highways ➤ Secondary roads (logging)	➤ Charter flights ➤ Water taxi ➤ Shuttle services ➤ Flightseeing and transport to and from lodge/hut

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Energy (no grid connection)	Hut/Lodge	Camps/huts
Electricity	➤ On-site diesel generation ➤ Photovoltaic/hybrid system	➤ None
Gas/propane	➤ On-site provision	➤ None
Telecommunication (no land lines or cellular service)		
Satellite phone	➤ Yes	➤ None
VHF radio	➤ Yes	➤ Possible
Computer	➤ Yes	➤ None

4.2 Associated businesses

Most remote lodges and camps/huts would have some in-house expertise in many of these areas, for example, a "handyman" for mechanical and refrigeration duties.

- Transportation – air float, water taxi, land taxi, water freight
- Goods supply – food, beverage and accommodation
- Equipment supplies – transportation, hospitality, recreation
- Tourism services – guiding, instruction and interpretation
- Repair and maintenance – mechanical, refrigeration, plumbing, electrical
- Equipment rentals – transportation, recreation
- Construction

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5.0 MARKET

	Ecotourist Lodge	Kayaking Camp/Hut
Market Segments		
	➤ Soft adventurer ➤ General Consumer ➤ Corporate ➤ Enthusiast ➤ Ecotourist ➤ Personal	➤ Enthusiast ➤ Participant
Market Profiles[5]		
	➤ ½ baby boomers ➤ Even split male and female ➤ Travel as couples or families ➤ Affluent and educated ➤ Lifelong learners ➤ Over ¾ are from Canada or US ➤ Significant European market	➤ 2/3 baby boomers ➤ Even split male and female ➤ Travel in couples or friends ➤ Almost all from Canada or US ➤ Heavy reliance on resident market ➤ Europe small , but growing, market ➤ BC most popular kayaking area in Canada
Market Demand		
	➤ Currently un-quantified in BC ➤ Increases in the overall travel market ➤ Growth in popularity of vacations to natural areas ➤ Dissatisfaction with the simplistic travel packages offered by travel firms and facilities	➤ Currently un-quantified in BC ➤ Increasing participation levels ➤ Increased accessibility to "participants" through equipment and technology advances
Market Trends		
	➤ Increasing specialization or themeing ➤ Aging travellers – comfort, safety ➤ Increase demand for shorter stays ➤ More multi-activity lodges ➤ More multi-seasonal operations ➤ More upscale services and amenities ➤ Huge potential in the US market ➤ UK, Germany, France, Japan growing overseas markets	➤ Increasing access to backcountry ➤ Hut-to-hut or hut systems ➤ Increased demand for shorter trips ➤ Mothership kayaking ➤ Multi-activity trips ➤ Balance between wilderness & access ➤ High level of unguided use ➤ Increased licensing fees ➤ Emergence of DMOs in many BC communities as a way to market

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Ecotourist Lodge	Kayaking Camp/Hut
Greatest Market Potential	
➤ US ➤ Europe ➤ Japan	➤ BC ➤ Regional/short-haul North America
Market Barriers	
➤ Lack of awareness of BC ➤ Challenges of product/market matching ➤ Relationship with tour operators/wholesalers ➤ Establishing a market identify or niche is time-consuming and costly	➤ Airfares to and from staging area ➤ Limited marketing budget ➤ Limited cooperative marketing ➤ Limited access to marketing expertise ➤ Difficulty in arranging multiple activities ➤ Reliance on direct selling methods

6.0 LABOUR FORCE

6.1 Overview

There would be a wide range of skills and employment opportunities that would be required at an ecotourism lodge. The kayaking/camp/hut would employment would be more focused around specific key skill sets.

Ecotourism Lodge	Kayaking Camp/Hut
Employment Generated[6]	
➤ On average 11 direct employees	➤ On average 4.8 direct employees
Skill Requirements[7]	
➤ Marketing and central booking ➤ Operations, maintenance, policing ➤ Boat/shuttle operations to huts ➤ Cook & food staff ➤ Guides and activity providers	➤ Marketing and central booking ➤ Operations, maintenance, policing ➤ Boat/shuttle operations to huts ➤ Guides and activity providers

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Wage Rates (annual) and Seasonality[8]	Seasonality (% full-time all year)	Annual Wage Rate ($ per full year work)
NOC 664 – Food Counter Attendants and Kitchen Helpers	16	21,600
NOC 624 – Chefs and Cooks	38	29,100
NOC 644 – Tour & Recreational Guides	17	25,000
NOC 621 – Sales & Service Supervisors	83	33,650
NOC 6435 – Front Desk	41	23,700
NOC 743 –Other Transportation Equipment Worker (Water)	50	43,400

7.0 CAPACITY

Development Issue	Ecotourist Lodge	Kayaking Camp/Hut
Natural Resource Availability	➤ Uncertainty in the sport fishery. ➤ Limited availability of prime wildlife viewing areas as a market anchor.	➤ Lack of available anchorages, beaches, campsites in many areas. ➤ Potential for degradation and overuse in southern coastal areas like Broughton archipelago.
Market	➤ Market identity takes several years, assuming right product/market match.	➤ Small business orientation and scarce capital restricts new market development.
Labour	➤ Difficulty of access to skilled labour favours large-scale facilities.	➤ Limited access to licensed, trained guides.
Operations	➤ Overall low occupancy in the industry a major concern and barrier to sustained cash flow.	➤ Highly susceptible to weather conditions.
Capital	➤ Lodge development is capital-intensive while operation has above-average business risk. ➤ Lack of infrastructure for backcountry facilities increases capital requirements and risk - capital availability is therefore low and market entry restricted. ➤ Demands for sustained marketing budgets are high, usually beyond the majority of self-financed lodge operators to support.[9]	➤ Misuse and vandalism of huts/camps a concern. ➤ Return on capital difficult to achieve with hut system. ➤ Lack of scale will limit market reach and development.

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8.0 REGULATORY REGIME

8.1 Overview

This section looks at the key local, provincial and federal regulatory requirements for the development of a water based lodge or camp based accommodation (**Appendix 2** provides more detail on regulatory requirements).

8.2 Municipal and Regional District[10]

The municipal or regional district government will be responsible for zoning and issuing building inspections/permits, servicing agreements and connections.

Rezoning Applications

- Provisions in a zoning bylaw will apply if you are planning to subdivide, build or expand a building, apply for crown land or change the use of your land.

Municipal Plan or Plan Amendments

- Proposals to change land use, Crown applications and proposed subdivisions will be affected by Community Plan Bylaws.

Timing

- It will take between 30 and 120 days for the Regional District to review the application. On issues pertaining to Crown Land it typically takes the local government from 30 to 90 days to provide recommendations to the provincial government.

8.3 Provincial[11]

In 1998, B.C. adopted a commercial recreation management program that required existing and new recreation and tourism operators to acquire tenures for the provincial Crown lands they needed or were already utilizing.

Provincial Crown Land Tenure

- Two types of tenures:
  - Lease in cases where substantial improvements are proposed.
  - Licence in cases where minimal improvements are required.
- Application profile involves undertaking: detail application, map, site contamination profile, and economic values. Will also require draft management plan, legal survey and obtaining third party liability insurance. May need to undertake research and collaborate with public groups before being award tenure.

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Other Provincial Acts

- Activity may involve other provincial requirements including the *Wildlife Act*, Agriculture Land Reserve, and BC Sport Fishing Regulations.

Timing

- At the provincial level, Land and Water BC will manage the application process. Land and Water states that they try to manage the application process in 140 days or less.

8.4 Federal Government[12]

Several possible federal regulatory programs could apply:

Navigable Waters Protection Act

- May need approval under the *Navigable Waters Protection Act*.

Canadian Environmental Act

- If subjected to the *Navigable Waters Protection Act* will automatically be subject to environmental screening.

Fisheries Act

- If the base camp is located in close proximity to stream or a waterway and for the floating lodge the Department of Fisheries and Ocean through the *Fisheries Act* will be involved. The fisheries act ensures the protection of fish habitat.

Timing

- The federal processes vary significantly depending on the complexity of the project. Anticipate 90 days to complete the *Navigable Water Act* requirements. If the project is subjected to the *Canadian Environmental Act* anticipate upwards of 180 days to complete this process.[13]

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9.0 GOVERNMENT REVENUES

9.1 Municipal

Business Licence Fees

- Variable – depends on community, typically $100 per year.

Room Tax

- Some municipalities charge an additional accommodation tax of 2%, this revenue is then used for marketing tourism activities.

Property Taxes

- Based on the mill rate on $1,000 of assessed value. Approximately 50% of the tax collected goes to the municipality and the remainder to other government activities (i.e., education).

9.2 Provincial

Accommodation Tax

- 8% accommodation tax on room revenue.

Employee Income Taxes

- Based on the average wage level in BC for full time employment ($32,000) a total of 22% is collected in federal and provincial personal income taxes. The Provincial tax component is typically 1/3 of this total.

Corporate Income Taxes

- 13.5% of taxable corporate income.

PST on purchases

- The provincial sales tax is 7.5% and would be charged on revenue (excluding room charges, which are covered by the room tax).

Crown Land Lease/Licence

- Lease are for intensive use area such as a floating lodge and would be charged at 5 to 8% of land value (for floating lodge the land value would be determined by associated upland values).
- Licenses are for extensive use area with rates being at 7.5 to 4.5% of land value.

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Rent for Licence of Occupation

- $1/client day for non-motorized uses and $6/client day for other motorized, with minimum of $500 per year.
- Plus $150 documentation fee and $100 application fee for start up
- Plus annual tenure management fee of $100 for non-motorized and $1,000 for motorized uses is also required.

Private Moorage Lease

- Minimum of $500 per year.

9.3 Federal

Employee Income Taxes

- Federal personal income tax is typically 2/3 of the total personal income tax collected.

Corporate Income Taxes

- 26.12 % of taxable corporate income.

GST on purchases

- The federal sale tax is 7.0% and is charged on all services.

9.4 Sources

Municipal

- Regional District and Municipal Government will be able to provide information on business licences, room revenues and property taxes.
- Projects on Indian Reserves can get comparable local information from the Band government.

Provincial/Federal

- Canada Customs and Revenue Agency for employee and corporate income tax information.
- Land and Water BC for crown land and licence of occupation charges.

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10.0 COEFFICIENT DEVELOPMENT

There are tourism coefficients that can be used to make approximate estimates of direct activities. Widely used are the coefficients developed by BC Stats, unfortunately this data is often too general for the specific activities outlined in this building block. However, BC Stats has determined that for a $1 million increase in revenue by the accommodation services industry approximately 14.17 direct person-years of employment and 2.97 indirect employment for total employment of 17.14 person-years will be created, as well, the province will experience an increase in GDP of about $760,000.[14] At a local level, coefficients have been estimated based on jobs per tourism-days as outlined below.

Tourism Jobs Per 10,000 Tourist-Days[15]

Local Area	Direct	Indirect	Induced	Total
Central Coast	8.34	0.25	0.45	9.04
Queen Charlotte Islands	10.40	0.67	0.85	11.93
Prince Rupert	11.85	0.86	1.48	14.19
Port Hardy	9.84	0.56	0.65	11.06

Overall, commercial recreation base camps and floating lodges are very specific activities that do not lend themselves well to the general coefficients. As well, coefficient development similar to other resource sector activities for this building block is also challenging for several other reasons including:

- The accommodation element by itself is not the final or only tourism product in which the land base decision will create opportunity for, and the activities associated with the specific tourism product playing a critical role in the overall direct activity generated;
- The associated adventure tourism activities often involve non-consumptive activities (wildlife view, ocean kayaking etc.) making it challenging to quantify the land based or unit involved; and,
- There is a vast and emerging range of activities that can be associated with wilderness hut and lodge accommodations, these can range from the traditional recreational salmon fishing experience to the more recent storm watching activities and each specific active has its unique characteristics that can influence the values generated.

However, more precise provincial tourism coefficients could be developed if similar work that was undertaken in the province in the 1980s is undertaken to provide an updated base for new estimates.[16] In the interim, one element that will be consistent across the commercial recreation base camps and floating lodge activity will be the revenue threshold required to make the venture viable. At some level of revenue, based on the investment required, the logistics and the regulatory approvals, it will not be worth undertaking the venture in a specific area.

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Once threshold revenue level for the operation is determined a standard wage percentage can be used to estimate wage and income contributions. Below, standard coefficients for wage income and employment have been estimate for direct employment and employment income.

Wages and Benefits Associated with Tourism Resort and Camp Revenues

	Assumptions	Coefficient
Wage Income	26% of revenue is wages and benefits.	$260,000 in direct wages per $1 million in revenue
Employment	One full-time equivalent in tourism will earn $32,000 per year.	8.12 direct full-time jobs per $1 million of tourism spending.

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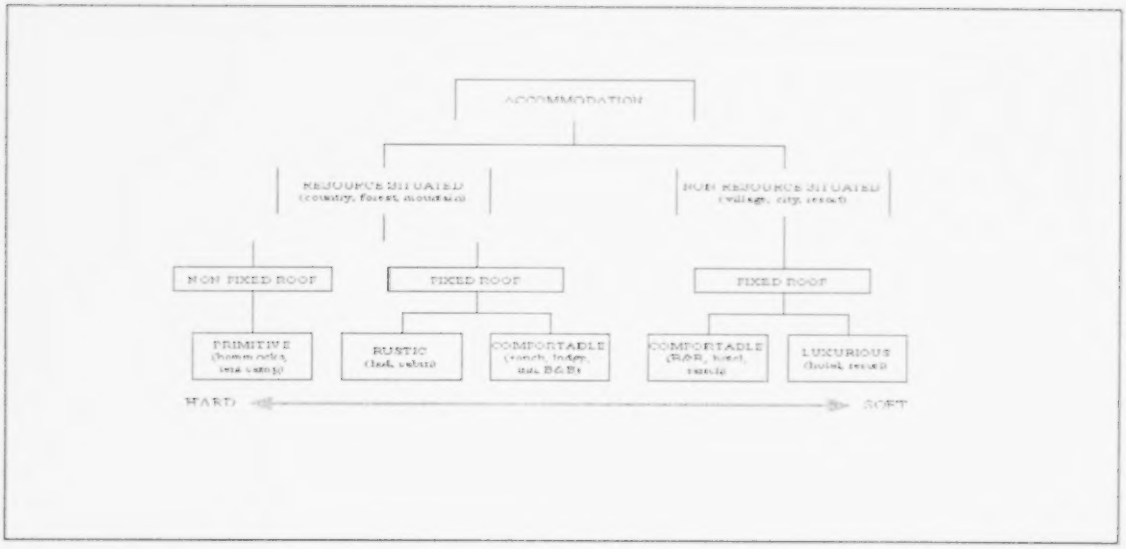
APPENDIX 1: ACCOMMODATION DEFINITIONS



Definitions

Statistics Canada has stated that lodging establishments are classified as such even if the provision of complementary services generates more revenues.

Facility	Features	RIC Data Definition[17]	NAICS/SIC Classification[18]
Lodges	➤ Floating or land-based ➤ High-end accommodation ➤ Resource-centred ➤ Destination ➤ Mid/backcountry ➤ Possible road access	➤ A04 Lodge/Resort ➤ A13 Vessel Lodge	➤ Resorts ➤ NAICS 721113 ➤ SIC Q9111
Huts	➤ Floating or land-based ➤ Rustic accommodation ➤ Activity-centred ➤ Secondary/support facility ➤ Backcountry ➤ No road access	➤ A06 Huts/Cabins	➤ Fishing: ➤ NAICS 721212 ➤ SIC Q9141 ➤ Other: ➤ NAICS 721213 ➤ SIC Q9149
Camps	➤ Floating or land-based ➤ Primitive accommodation ➤ Secondary/support facility ➤ Backcountry ➤ No road access	➤ A05 Camps ➤ A14 Floating Camp	

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Exclusions

- Hotel
- Motel
- RV/Campground
- Cabins/Cottage
- Hostels
- Guest Ranch/Farm
- B&B
- Cruise Ship
- Charter boat
- Hunting camps

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APPENDIX 2: APPROVALS FOR LAND USE AND BUILDING DEVELOPMENT

Summary Checklist of Approvals Needed

	Type of Approval	Contact Agency
Land Use and Resource Approvals	Rezoning Application	Municipality, Regional District or Islands Trust
	Municipal Plan or Plan Amendment	Municipality, Regional District or Islands Trust
	Crown Land Lease	Lands and Water BC
	Foreshore Lease	Lands and Water BC
	Water Use Rights	Water Branch — Water, Lands and Air Protection
	Development in Provincial or Federal Park	BC Water, Lands and Air Protection and/or Heritage Canada — Parks Canada Agency
	Agricultural Land Use (ALR) Application	Regional District or BC Agricultural Land Commission
Building and Service Development Approvals	Building Permit	Municipality, Regional District or Islands Trust
	Servicing Agreement (Urban)	Municipality
	Water Supply Approval (Rural)	Water Rights Branch — BC Water, Lands and Air Protection
	Sewage Disposal (Rural)	Ministry of Health, Unit Officer
	Solid Waste Disposal	Pollution Prevention & Remediation Branch — BC Water, Lands and Air Protection
	Provincial Highway Access	Ministry of Transportation and Highways
	Hydro &/or Gas Supply	BC Hydro and/or private gas supplier
	Private Utility system Licence	
	Subdivision Application	Municipality or Ministry of Highways (Rural)
	Provincial Electrical Inspection	Municipality or Municipal Affairs
	Provincial Plumbing Inspection	Municipality or Municipal Affairs

Source: Greg Meredith (May 2001), Developing A Tourism Business – A Handbook for Tourism Entrepreneurs.

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APPENDIX 3: INFORMATION

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